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Community Renewal Program / Sunnyvale, California

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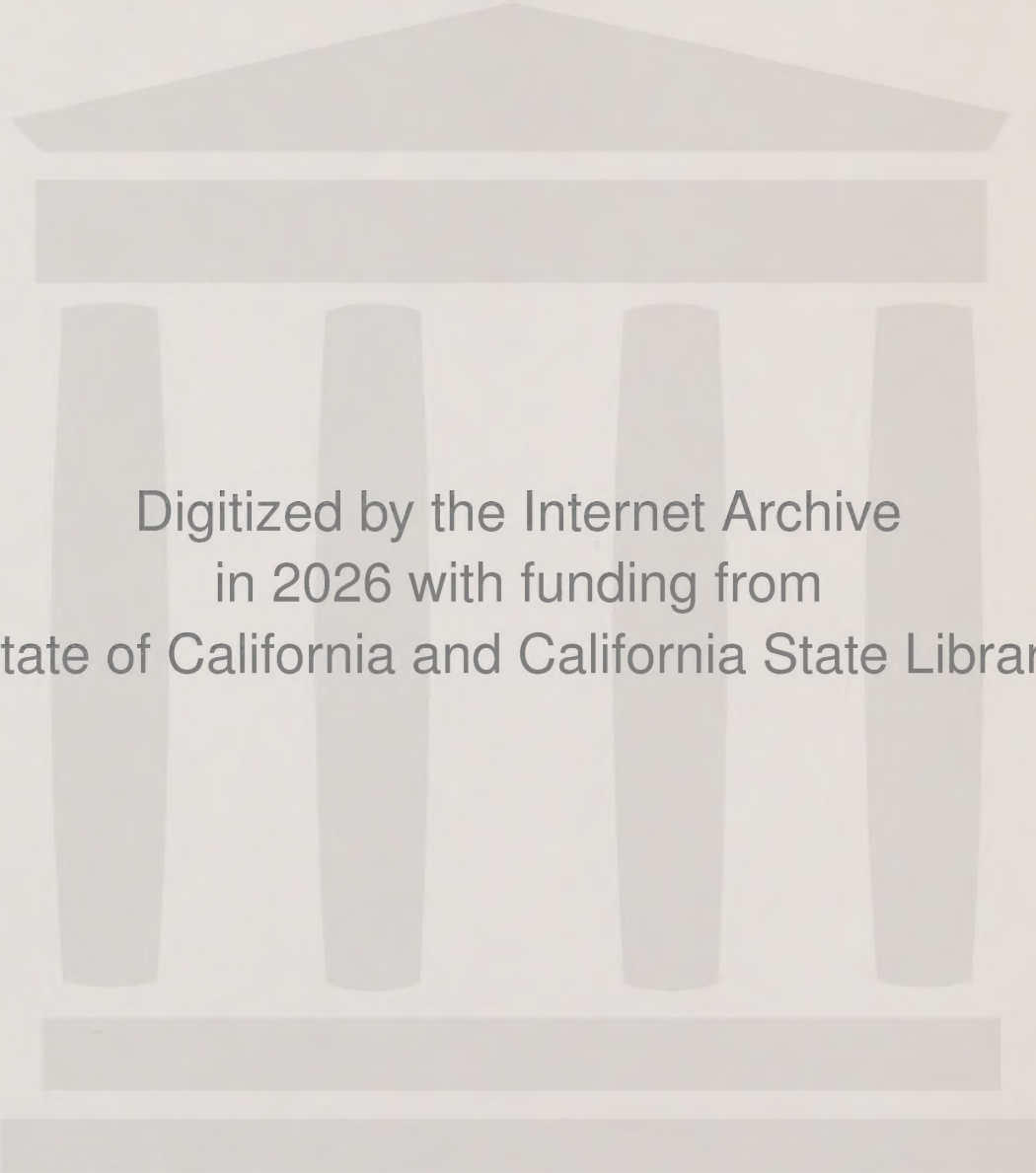
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SUNNYVALE
COMMUNITY RENEWAL PROGRAM
SUMMARY REPORT

Measures for Achieving a
Sound Maturity in the 1970's and 1980's

May 1971

The preparation of this study was financially aided through a Federal grant from the Renewal Assistance Administration of the Department of Housing and Urban Development, authorized by Section 405 of the Housing Act of 1959, as amended.



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LETTER OF TRANSMITTAL

Mr. John Dever
City Manager
Sunnyvale, California

May 24, 1971

Dear Mr. Dever:

We are pleased to submit the final report on the Sunnyvale Community Renewal Program. Completion of this project represents one more step in the City's continuing efforts at innovation and improvement of Sunnyvale's capabilities for coping with the problems of accelerating social and economic change. This report presents a summary description of programs that the City could participate in or initiate to meet the changing conditions and the emerging problems of the 1970s and 1980s. Further, the report summarizes all the previous technical papers prepared as a part of the Community Renewal Program.

Major contributors to these papers and to the overall Community Renewal Program other than Stanford Research Institute include: the planning firm of Williams and Mocine of San Francisco and the Institute of Regional and Urban Studies, Palo Alto.

We have enjoyed working with you and your staff and with the Community Renewal Advisory Committee on this most important effort that will help determine the future development of the City of Sunnyvale.

Sincerely,

W. F. Powers
William F. Powers *End*

PREFACE

In 1968, the City of Sunnyvale applied for, and in 1969 received, a grant from the U.S. Department of Housing and Urban Development to prepare a Community Renewal Program (CRP) to guide future renewal and development of the City. Preparation of the CRP was supervised by the City Department of Community Development. General guidance and advice were provided by the Community Renewal Advisory Committee and other citizens' groups that participated in the project.

The City retained Stanford Research Institute to assist in the technical aspects of program development. In addition, the planning firm of Williams and Mocine conducted the urban design analysis, and the Institute of Regional and Urban Studies designed and conducted the illustrative evaluation of alternative development in the Diablo area.

During the program, many separate investigations were made, resulting in the following technical memorandums:

- Background Information for Renewal Programming
- Implications of County Population, Employment, and Selected Land Use Projections for Sunnyvale
- Quality of Housing in Sunnyvale
- Toward a Social Policy and Program for Sunnyvale
- The Housing Situation in Sunnyvale
- Goals for the CRP
- Economic Analysis
- Affirmative Action Program
- Neighborhood Improvement Program
- CRP Implementation and Decision-Making Process

- Evaluation of Alternative Developments in the Diablo Area
- Neighborhood Profile
- Urban Design Study

This report presents a summary of these reports and an initial program for preserving and enhancing the quality of the physical and social fabric and thereby the quality of life in Sunnyvale.

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INTRODUCTION

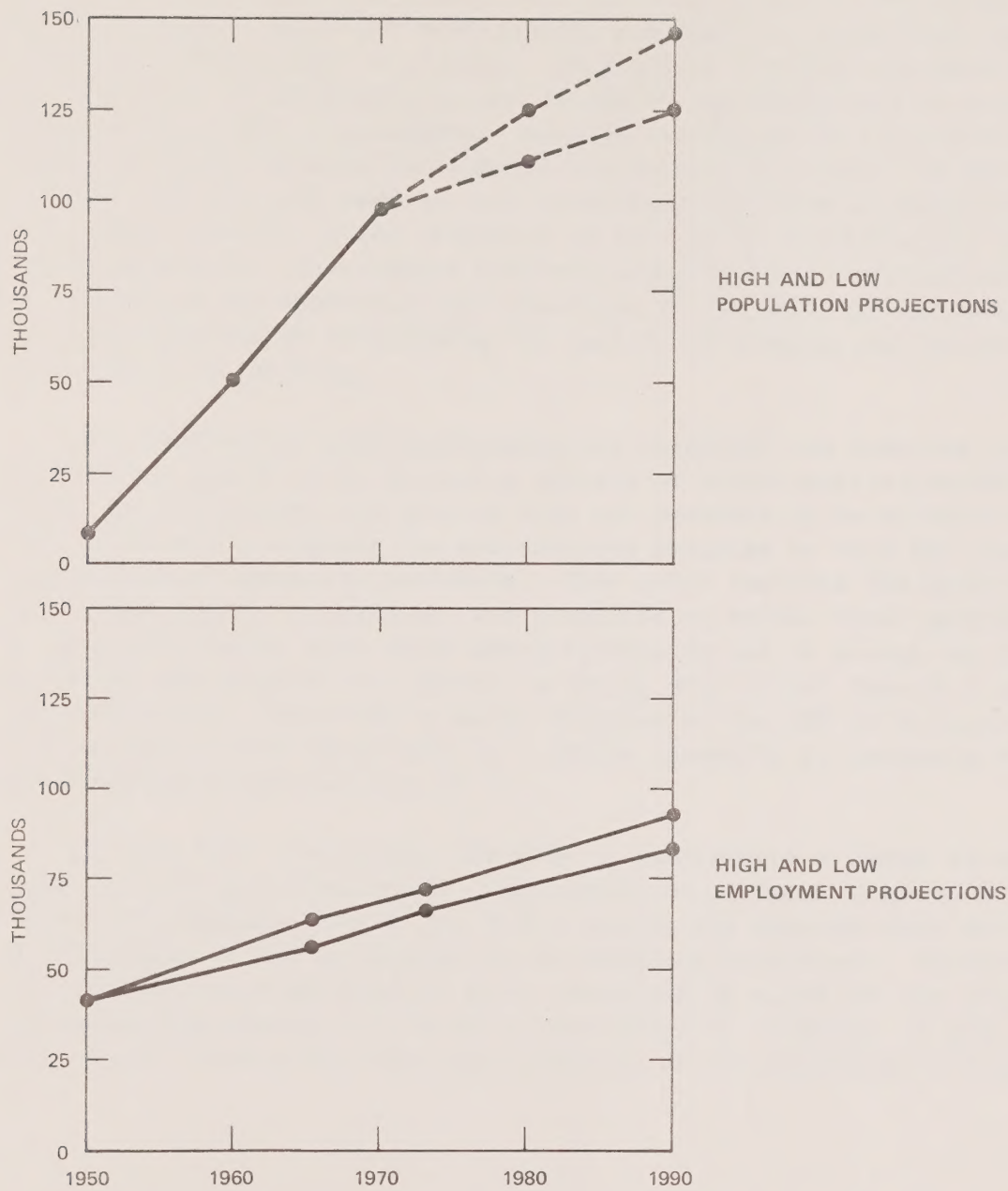
Four major considerations underlie the development and basic structure of the Sunnyvale Community Renewal Program (CRP). These considerations are highlighted below.

- SUNNYVALE HAS BECOME A MAJOR EMPLOYMENT AND RESIDENTIAL CENTER AND IS ENTERING THE FINAL STAGES OF ITS GROWTH.
- THIS TRANSITION HAS PRODUCED NEW PROBLEMS IN MANAGING GROWTH AND COMMUNITY DEVELOPMENT.
- NEW PROGRAMS AND PROCESSES ARE NEEDED TO MANAGE ACCELERATING CHANGE IN THE 1970s AND 1980s.
- A PROCESS FOR CONTINUING PLANNING AND EVALUATION HAS BEEN DEVELOPED TO ASSIST IN SOLVING CURRENT AND FUTURE DEVELOPMENT PROBLEMS.

During the decades of the 1950s and 1960s, the City of Sunnyvale developed into a major employment and residential center within the San Jose Metropolitan Area. Its population increased from 9,829 in 1950 to 52,898 in 1960 and to almost 100,000 by 1970. With the location of major industrial establishments in and near the City, employment levels increased dramatically. In 1965, there were an estimated 40,300 jobs in the City.

This growth is expected to continue, although at a lower rate, during the 1970s and 1980s. The General Plan for the City of Sunnyvale anticipates an ultimate population of approximately 160,000, probably to be reached by 1990 or the year 2000. Employment is also expected to increase accordingly, possibly reaching 90,000 jobs by 1990. Figure 1 gives population and employment levels with projections to 1990.

In the past, the City has experienced problems of extremely rapid economic and population growth and has had to provide the facilities and services to accommodate that growth. The community has reached the



SOURCE: Stanford Research Institute.

FIGURE 1 POPULATION AND EMPLOYMENT LEVELS AND PROJECTIONS TO 1990

point, however, where additional land for single-family development is virtually gone. Space for multifamily, residential, commercial, and industrial development is limited. Sections of the City are showing initial signs of deterioration due to age of the structures or poor maintenance in the neighborhood. Roughly two-thirds of the projected growth to total ultimate development has already occurred. In the future, the City will have to give increasing attention to maintaining the present quality of the community as well as to providing for the projected growth. This report presents programs for a more efficient allocation of the remaining land resources in the City and for dealing with the problems of maintaining the quality of housing and the overall environment in the City.

The problems of urban management are shifting from services related to physical growth to an expanding variety of higher quality social services. In the future, the problem will not necessarily be to build new facilities but to provide new and creative programs to meet the increasing demands of community residents. This shift requires the development of new approaches, techniques, and processes to enable local government to deal effectively with these emerging demands and to manage the process of change and renewal in a dynamic maturing city rather than in a rapidly developing one. Therefore, a major function of the CRP is to assist the City in making this transition to a mature community by exploring renewal and development options open to it.

To make this transition, the City is considering a number of programs that are outlined below. Implementation of these programs will require the modification of the City's zoning and housing codes and the restructuring of the activities of the Planning Commission. Further, it will require the commitment of staff resources to carry out the planning and evaluation process initiated in this project. Finally, it will depend on and require the vital participation of the residents of Sunnyvale.

- CONTINUAL EXPANDING OF GOALS FOR THE CRP
- MAINTAINING THE QUALITY OF HOUSING IN THE COMMUNITY
- ENHANCING THE OVERALL ENVIRONMENTAL QUALITY
- EXPANDING HOUSING FOR LOW AND MODERATE INCOME FAMILIES
- PROGRAMMING NONRESIDENTIAL RENEWAL
- COMPREHENSIVE PLANNING FOR SOCIAL SERVICES
- INITIATING AFFIRMATIVE ACTION PROGRAM
- CONTINUING PLANNING/PROGRAMMING/EVALUATION

SUMMARY OF PROGRAMS FOR THE 1970s and 1980s

Undertaking the CRP represents one step in an ongoing effort by the City to cope with the new set of problems generated by continuing community development. The objectives of the CRP were to:

- Develop action programs designed to prevent the physical, social, and economic deterioration so prevalent in American cities.
- Eliminate these conditions where they exist in Sunnyvale.
- Establish management processes that will ensure orderly and beneficial physical, social, and economic change.

Initial planning efforts were aimed principally at anticipating and preventing problems before they occur rather than afterwards.

Goals of the CRP

The City of Sunnyvale has established a number of goals to guide the physical development of the community. These goals are expressed in the General Plan of 1963 and in the city budget and capital improvement program adopted annually by the City Council. Examples of the goals included in these documents are:

- (1) Establishment of Sunnyvale as a regional industrial center.
- (2) Development of a cohesive central business district.
- (3) Provision of diversified, pleasant residential areas with parks, playgrounds, and other needed facilities.
- (4) Continuation of economic growth and a higher level of real income.
- (5) Betterment of social, institutional, and governmental relationships.
- (6) Provision of maximum freedom of choice within a range consistent with the accomplishment of these objectives.

In preparing the CRP, goals have been included as an integral part of the analytical process of planning and evaluation. These goals must be considered within the dynamic context of the changing community and of the changing values in our society. Those that are established and analyzed in the Community Renewal Program are therefore tentative and subject to continuing review through citizen participation and to changes occurring in the community and in society. Specific goals for the CRP are listed below.

Housing Goals

- (1) Maintain and enhance the quality of the housing and neighborhood environment throughout the City.
- (2) Eliminate residential deterioration where it exists.
- (3) Ensure diversity in price ranges and types of housing throughout the City.
- (4) Provide equal opportunities in housing.

Social Goals

- (1) Provide social services to all families in the community.
- (2) Provide recreation and cultural facilities, and programs for all residents in the community.
- (3) Maintain cultural and economic diversity as a positive social value.
- (4) Establish and maintain community identity.
- (5) Ensure effective coordination of social plans and programs affecting Sunnyvale residents.

Economic Development Goals

- (1) Increase of household and business incomes in the community.
- (2) Expansion of employment opportunities.

- (3) Expansion and diversification of the economic base of the community.
- (4) Diversification of employment opportunities in the City.

Other goals implicit in the CRP are improvements of:

- (1) The administrative process for planning and programming for community development.
- (2) The quality of urban design in the community.

This set of goals is being considered by the Community Renewal Advisory Committee. Efforts should be made to continue to expand and refine this set of goals that will guide the physical, social, and economic development of the City through the 1970s and 1980s. Formulation of goals is an integral part of the continuous process of planning and evaluation, and must be based on effective citizen participation as discussed later in the section on implementation.

Maintenance and Improvement of the Quality of Housing

HOUSING QUALITY

- ABOUT 95 PERCENT OF THE HOUSING STOCK IS IN SOUND CONDITION.
- SECTIONS OF THE CITY ARE BEGINNING TO DETERIORATE.
- SMALL POCKETS OF POOR HOUSING ARE EVIDENT.
- POTENTIAL FOR DETERIORATION WILL INCREASE RAPIDLY AS THE HOUSING STOCK AGES.
- THE BASIC NEED IS TO PREVENT FURTHER DETERIORATION OF THE HOUSING STOCK.

Any program designed to maintain and improve the quality of housing in Sunnyvale should be based on the following set of principles.

- (1) To the maximum extent possible, the housing program should involve the residents and property owners in the neighborhood directly affected by the improvement program.

- (2) The program should encourage voluntary cooperation within the program rather than any stress on law enforcement.
- (3) It should focus on those aspects of neighborhood improvement that prevent deterioration from occurring rather than correct existing deficiencies or problems in a neighborhood.
- (4) The housing program should stress services and incentives for the homeowners and renters in an area to maintain and enhance their environment.
- (5) Social, economic, and physical concerns in the neighborhood should be integrated into a concentrated program in which all residents and owners of the area can benefit.

The neighborhood improvement program should include the following elements:

- (1) Neighborhood organization to ensure effective citizen participation.
- (2) A systematic inspection and code enforcement program to bring deteriorating structures up to code standards.
- (3) Information for owners and residents on problems and techniques of property maintenance.
- (4) Technical assistance to property owners whose property may need improvement.
- (5) Public improvements, such as additional tree planting, to complement private development and conservation efforts.

Figure 2 illustrates the percentages of the types of housing quality in Sunnyvale in 1969 and projected to 1980.

Neighborhood Improvement Program Activities

This section indicates the types of activities that should be carried on within each section of the City as a part of the neighborhood improvement program. The types of activities are designed to reflect the existing conditions in the neighborhood and the potential for future problems that residents of these areas face now and will be facing increasingly in the future. Figure 3 shows the various sections of the City, which will be discussed below.

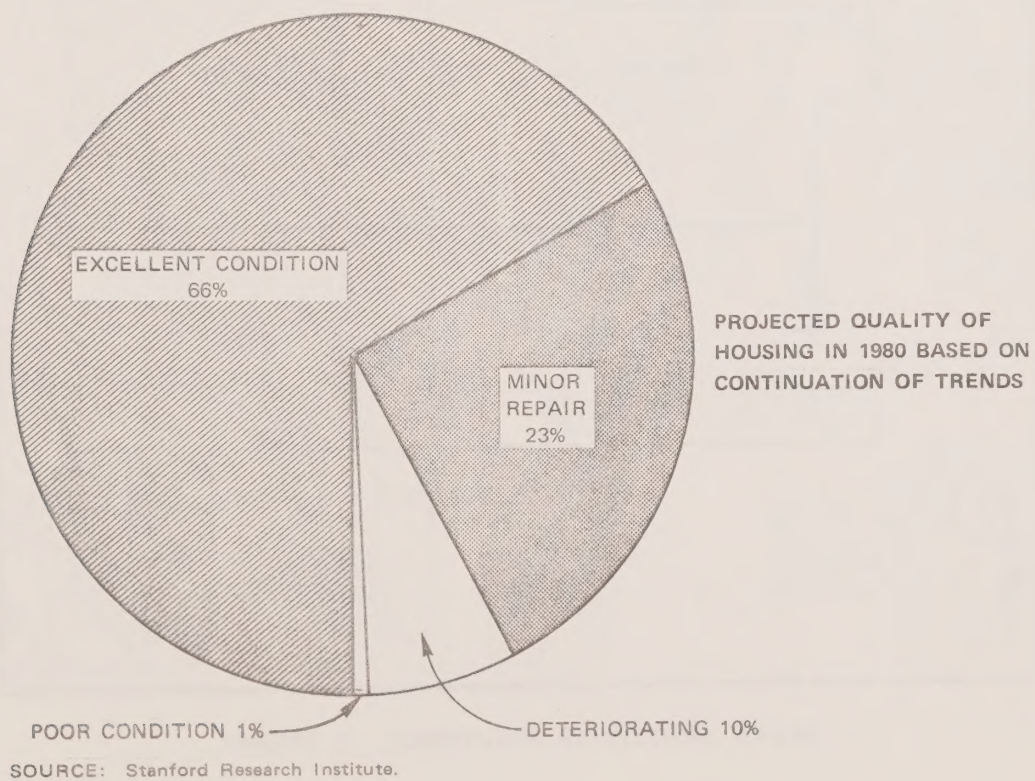
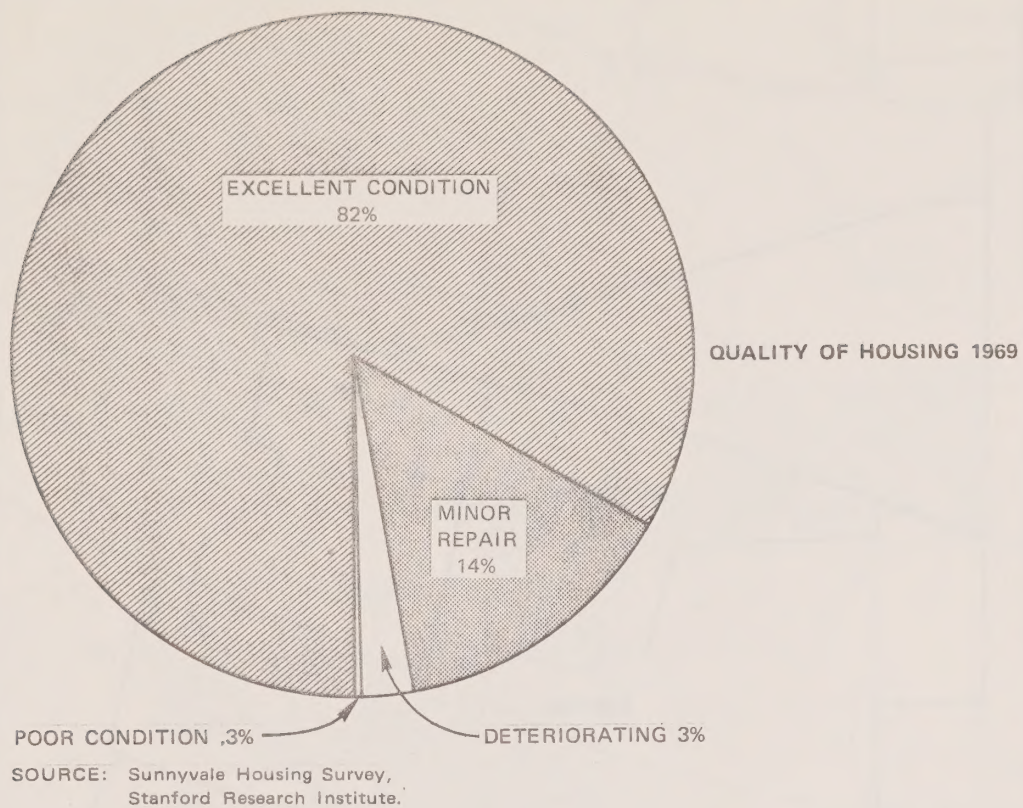


FIGURE 2 QUALITY OF HOUSING 1969 AND PROJECTED TO 1980

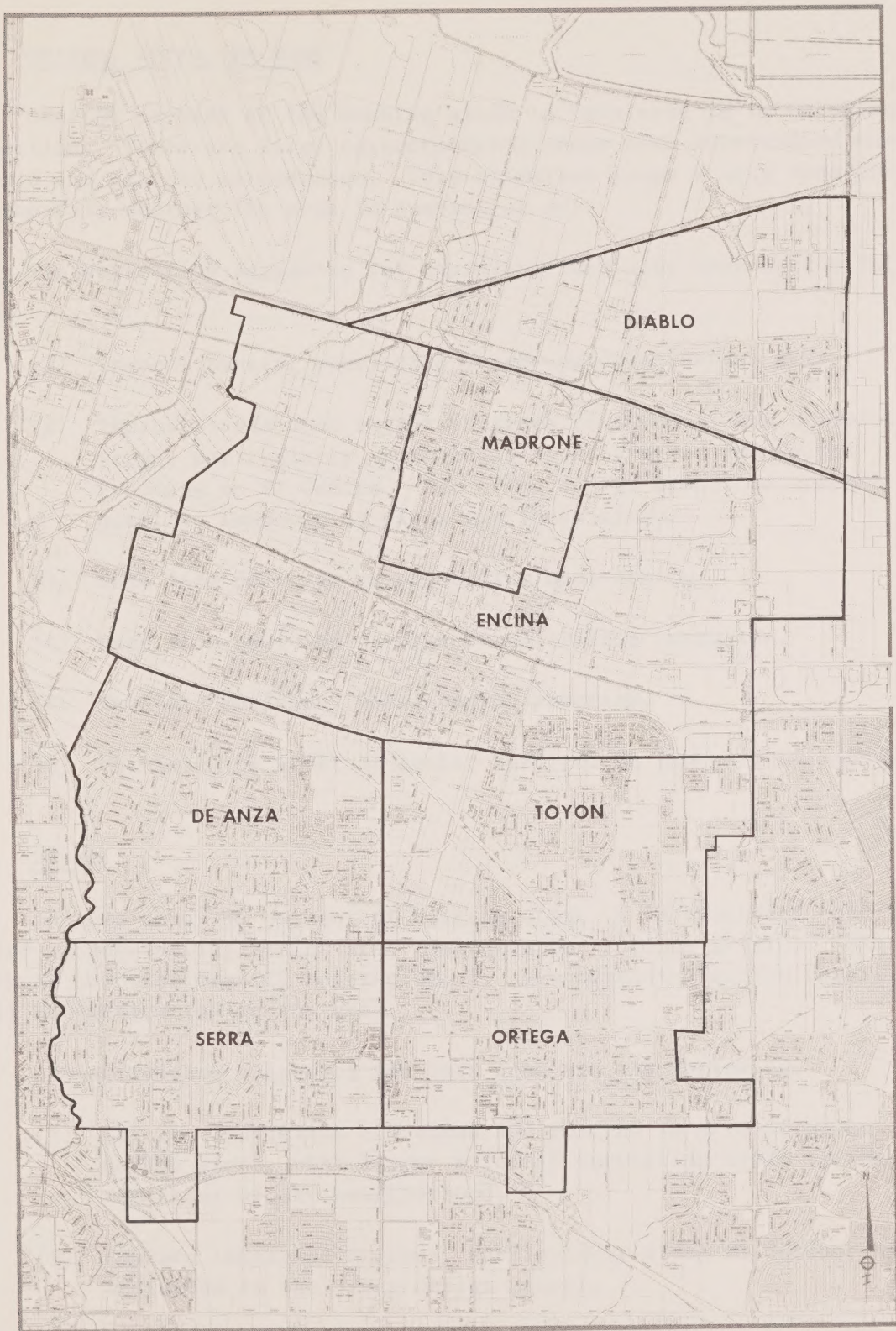


FIGURE 3 SUNNYVALE STATISTICAL AREAS

Ortega, Serra, De Anza

Over 90 percent of the housing stock in this area is in excellent condition. There are large unincorporated areas with substandard quality public and private maintenance. This situation poses a long term problem to the City whether the area is annexed or not.

The activities suggested for improving this area include the following:

- (1) Inspect housing every five years--exterior survey only.
- (2) Improve landscaped buffers between residential and commercial areas, particularly those areas backing up to commercial frontage on El Camino. Use urban design manual to prepare specific landscaping plans for these areas.
- (3) Make firm policies on preventing spot zoning.
- (4) Make firm policies on preventing traffic intrusion.
- (5) Maintain municipal housekeeping programs.
- (6) Maintain the level of public services in the neighborhoods.

Toyon

In this area, 89 percent of housing stock is in excellent condition. There is substantial vacant area remaining for further growth. Small pockets of deteriorating housing exist. New community center complex will be constructed in the area.

The activities suggested for this area are the following:

- (1) Enforce inspection and codes 100 percent in deteriorating pocket areas, with 5-year external inspection cycle in the remainder of the neighborhood.
- (2) Improve landscape buffers, particularly along El Camino, as indicated in the urban design manual.
- (3) Protect single family areas from any harmful effects of existing or future multifamily housing construction in the area.

- (4) Consider plans for upgrading unincorporated areas as they are brought into the City.

Diablo

In the Diablo area, 66 percent of the housing is above standard condition. Six percent showed evident deterioration. Large areas are zoned for industrial development or devoted to mobile home parks.

The improvement activities suggested for this section are the following:

- (1) Inspect all housing every five years.
- (2) Provide information on rehabilitation to property owners in the area.
- (3) Implement neighborhood improvement program.
- (4) Improve street landscaping.
- (5) Consider expanding residential area adjacent to Orchard Gardens.

Madrone

About 70 percent of housing in this area is above standard condition; 4 percent is showing deterioration. Small pockets of deteriorating housing exist. The residential areas suffer from the bad effects of mixed land uses. Sections of the residential area are cut off in relatively isolated pockets.

The activities suggested for this area are the following:

- (1) Inspect all housing in the entire area every five years and enforce codes in the deteriorating pockets.
- (2) Encourage maintenance or rehabilitation of private dwelling units.
- (3) Implement neighborhood improvement program.
- (4) Protect residential areas from mixed land uses by providing landscaped buffer zones between conflicting uses.

- (5) Improve landscaping along Bayshore Freeway and the Central Expressway.

Encina

About 75 percent of the housing units are above standard condition; 8 percent of the units are deteriorating. Sections of the area suffer from mixed and incompatible land uses. Substantial sections of single family uses are zoned for higher density use and will probably be converted over the next 20 to 30 years. Sections of the area are in excellent condition.

The improvement activities suggested for this section are the following:

- (1) Inspect all housing in the deteriorating sections of the area every five years, and inspect exterior in the remainder.
- (2) Provide incentive zoning to ensure high quality in the transition to higher density residential uses.
- (3) Enforce minimum codes to eliminate dangerous substandard buildings.
- (4) Rezone industrial area on Muender Avenue to residential to permit upgrading of residential units, limit the expansion of industrial uses, and eliminate existing industrial uses gradually. This will be necessary to encourage the development of higher quality residential uses.
- (5) Implement new design standards and procedures to ensure the orderly transition from single family to multiple family uses.
- (6) Improve landscape buffers between incompatible land uses as suggested in the urban design study and in the downtown plan.
- (7) Continue to implement municipal maintenance program in those areas requiring no special treatment.

HOUSING SUPPLY

- THE CITY REQUIRES ADDITIONAL HOUSING UNITS FOR LOW AND MODERATE INCOME HOUSEHOLDS.
- ALTERNATIVE METHODS FOR MEETING THESE REQUIREMENTS ARE AVAILABLE.
- LAND AND FINANCIAL RESOURCES ARE LIMITED.

One of the most critical problems facing the City of Sunnyvale and other communities in the Mid-Peninsula area is that of ensuring sufficient variety in the price and type of housing units within their jurisdiction. Because of rapidly appreciating prices, land values, and building costs, housing for families in the lower and middle income brackets is becoming an extremely short commodity. In this report, low income households are defined as those within the locally applicable limits of entry into public housing. As of 1970, these limits range from \$3,750 for a single person through \$5,250 for a family of four to \$7,250 for a family of 8.

Moderate income refers to the next higher set of brackets. These figures range from \$5,330 for a single person, \$8,100 for a family of 4, and \$12,200 for a family of 8. An analysis of the housing situation in Sunnyvale is presented in detail in Technical Memorandum No. 6 of the Sunnyvale CRP. In that memorandum, a need ranging from 600 to 1,000 units for low income housing in the City was identified. Further, an additional need ranging from 370 to 600 units of moderate income housing was established. Thus, the total needs for low and moderate income housing in the City range from approximately 1,000 to 1,700 units. Table 1 gives estimates of the various housing needs.

The following groups are in particular need of housing assistance:

- (1) The elderly--54 percent of all those households earning less than \$4,000 and 22 percent of households earning between \$4,000 and \$6,000 annually are headed by individuals over 60 years of age. The number of households in this age bracket is increasing. On this basis, it is estimated that housing needs for the elderly could range from a low of 450 to a high of 760 units for low and moderate income housing.

Table 1

ESTIMATES OF THE NEED FOR LOW AND
MODERATE INCOME HOUSING UNITS

Size of Family	Low Income		Moderate Income		Total	
	Low Estimate	High Estimate	Low Estimate	High Estimate	Low Estimate	High Estimate
1	209	350	117	195	326	545
2	196	326	80	132	276	458
3	124	207	70	116	194	323
4	79	132	66	110	145	242
5+	<u>53</u>	<u>87</u>	<u>37</u>	<u>62</u>	<u>90</u>	<u>149</u>
	661	1,102	370	615	1,031	1,717

Source: Sunnyvale Household Survey; Stanford Research Institute.

- (2) The minorities--Because of their relatively lower income distribution, Latin American families have particular difficulty in locating housing in the City. Also, these families tend to be larger ones for whom housing is most difficult to locate. Early provisions should be made for these households in the housing program.
- (3) Female heads of households--Households headed by females also have a lower income distribution than the population as a whole. However, data were not sufficient to determine precisely how many of these households were also elderly, divorcees, widows with children, or women living alone.
- (4) Small and medium size households--The great majority of households identified as needing assistance comprise four or less members. Therefore, two- and three-bedroom units would be sufficient for these households. The needs of larger families, however, tend to be more severe, and provisions for these families should be made early in the program. The survey of housing in the City showed a need for approximately 90 to 150 units for households comprising five or more persons.

There are a number of ways in which the City can take measures to meet the growing need for housing within the price ranges that can be afforded by low and moderate income families. These alternatives are listed below:

- (1) Conventional public housing that requires a referendum in those areas in which the housing is located.
- (2) Leased housing program in which the City is already engaged in cooperation with the County Housing Authority.
- (3) Rent supplements combined with moderate income housing under Section 236 of the Housing Act of 1968.
- (4) Establishment of a land bank to be used by nonprofit corporations in developing housing for low and moderate income families.
- (5) Allocation of tax increments.
- (6) Re-evaluation of alternative uses of vacant land that may be appropriate for this type of housing.
- (7) Consideration of the needs of low and moderate income families in determining residential densities.

Overall Improvement of Environment Quality

URBAN DESIGN

- NEED TO ESTABLISH COMMUNITY IDENTITY THROUGH PHYSICAL FORM.
- ESTABLISH IDENTIFIABLE GATEWAYS TO THE CITY.
- PROVIDE ADDITIONAL BUFFERS BETWEEN INCOMPATIBLE LAND USES.
- ENSURE ORDERLY TRANSITION OF LAND USES.
- NEED TO MAINTAIN AND UPGRADE ENVIRONMENTAL QUALITY IN BOTH RESIDENTIAL AND NONRESIDENTIAL AREAS.

One of the major objectives of the CRP is to develop methods to enhance and maintain the overall environmental quality of the City. To accomplish this objective, a study was undertaken of the urban design features existing in the community, and a program was developed for providing the additional urban design qualities that would improve environmental quality. The details of the program are provided in the urban design study undertaken for the City of Sunnyvale. The major features of these proposals are presented below.

There is a need to establish community identity through the physical form of the City. One method of accomplishing this objective is to provide identifiable entranceways at the major access points into the community. Special types of landscaping and identifying devices have been suggested as a means of establishing community gateways that would tell an individual that he is entering the City of Sunnyvale.

Second is the need to provide additional landscaping in areas in which there are incompatible land uses. For example, a considerable amount of landscaping has been suggested for the commercial lots along El Camino which back up against the residential areas.

The third major area of concern is to ensure an orderly transition of land uses from one type to another. This problem is and will become increasingly important as the downtown area of Sunnyvale completes its transition from low density to higher density residential and commercial uses. Specific design proposals and regulatory devices have been suggested for controlling this type of land use transition.

There is a need for selected neighborhood improvements. These improvements have been enumerated under the neighborhood improvement program described earlier.

Finally, the major thrust of environmental quality programming is to maintain both the residential and nonresidential areas of the City. Suggestions for accomplishing the first of these tasks are contained in the neighborhood improvement program, and suggestions for the nonresidential areas are discussed in the following section.

Nonresidential Renewal

- SUNNYVALE IS AT THE HEART OF AN EXPANDING EMPLOYMENT COMPLEX.
- THE MIX OF EMPLOYMENT MAY SHIFT. MANUFACTURING MAY GROW AT A SLOWER PACE, WHILE TRADE AND SERVICES MAY INCREASE.
- THE QUALITY OF NONRESIDENTIAL STRUCTURES IS GOOD.
- THERE IS A NEED FOR A LONG RANGE PROGRAM OF ROADSIDE RENEWAL ON EL CAMINO REAL.
- ADDITIONAL SITES MAY BECOME AVAILABLE FOR LONGER RANGE REDEVELOPMENT.

The principal focus of the nonresidential renewal program should be on maintenance of existing high quality industrial and commercial uses throughout the City rather than on redevelopment or extensive rehabilitation at this particular time. Many of the environmental deficiencies noted in the environmental survey are simply the result of poor housekeeping on the part of industrial and commercial establishments. Therefore, the continued enforcement of the City's ordinance requiring the enclosure of strict regulation of all outside uses should do much to eliminate this type of potential deterioration. Further, it indicates the need for developing and/or using methods indicated in the urban design study for more effective screening of industrial and commercial areas from adjacent residential neighborhoods.

The commercial strip along El Camino Real presents a special kind of renewal problem. Although few of the structures are in poor enough condition to warrant demolition and no areas have a sufficient concentration of blight to warrant public redevelopment, the strip presents a picture of visual chaos--unsightly, incompatible, and poorly designed buildings and structures that are not readily adaptable to other uses as changing conditions may require.

The City should adopt a strategy of roadside renewal. A program of roadside renewal would involve extensive rebuilding or rehabilitation over the next two or three decades of many of the marginal and poorly designed buildings along the strip, concentrating development to the extent feasible on attractive commercial centers. Most of this change would come about gradually through private renewal rather than public redevelopment efforts. The private efforts should be based on development standards as part of an overall renewal strategy for El Camino

Real. The rearrangement of structures and more efficient uses of the land along with upgrading the appearance of the area will have substantial benefits for the entire community.

Finally, two long term redevelopment possibilities appear likely. These are the two cannery sites, if and when they decide to relocate their plants. Since the cannery facilities are not readily usable by, or convertible to, other types of uses, it may be necessary to redevelop the sites for other types of land uses. Other land uses appropriate to that area would be commercial or higher density residential development. Given the future possibility of rapid transit facilities serving northern Santa Clara County, these sites may present very desirable alternatives for residential redevelopment.

Social Needs and Resources

SOCIAL NEEDS AND RESOURCES

- PROBLEMS OF POVERTY EXIST IN SUNNYVALE.
- THERE IS A LACK OF COMMUNITY SOCIAL IDENTITY.
- PROBLEMS OF DISCRIMINATION IN HOUSING EXIST.
- THERE IS A SHORTAGE OF SERVICES FOR FAMILIES IN AREAS SUCH AS MARITAL COUNSELING AND MENTAL HEALTH.
- THERE IS INADEQUATE COMPREHENSIVE PLANNING FOR SOCIAL SERVICES IN SUNNYVALE.

The survey of social needs and resources identified several areas of concern to the community. The types of problems range from the needs of specific groups, such as housing for low and moderate income families, to broader questions such as the changing ethnic and income composition of the City, alienation, group conflict, and the lack of communication among groups residing in the City.

Figure 4 shows that approximately 9 percent of all households in Sunnyvale earn less than \$4,000 annually. Over half of these heads of households are over 60 years of age, and almost half are females. Adequate housing that they can afford is a key problem for this group.

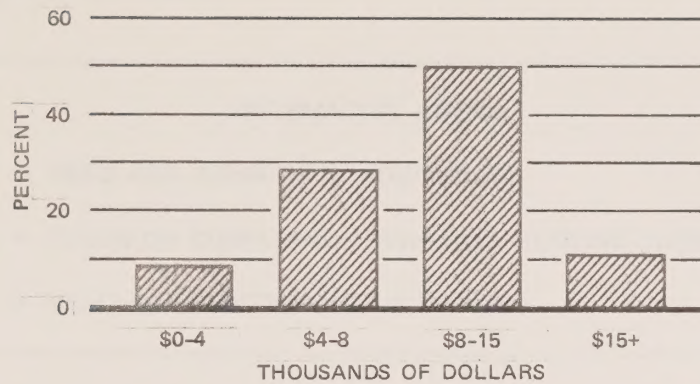


FIGURE 4 PERCENTAGE DISTRIBUTION OF ESTIMATED HOUSEHOLD INCOME—1969

Social service needs are by no means confined to the poor. There is a shortage of services for middle income families in such areas as marital counseling and mental health. Further, the needs of youth groups are increasing in scope and variety. The City should continue to expand its programs in this area, particularly in social education.

Social services are provided to the residents of Sunnyvale by a series of municipal, county, special district, and private programs operating with minimal coordination on a case by case basis with limited focus and effectiveness. Comprehensive social planning is now inadequate.

In developing the CRP, a process of planning and evaluation has been initiated that, when fully developed, will incorporate the social needs and resources into the City's total development program. A major task for the City staff will be to continue to develop and refine this process that to date has been applied principally to physical planning problems to include areas of specific social concern.

A central referral service should be established in Sunnyvale for residents who may be in need of a number of different social services. Most of the agencies providing social services to the residents of the City indicate this to be one of their functions. However, there should be one central source to which a resident of the community may appeal for help. Other specific program suggestions in the field of housing and community planning for social services are included in the section on implementation.

Affirmative Action Program

AFFIRMATIVE ACTION

- NEED FOR COMMUNITY EDUCATION.
- FOCUS ON COMPLIANCE WITH FAIR HOUSING LAWS.
- NEED FOR A CITY HOUSING OFFICER.

In this report, equal opportunity in housing is defined as a goal to be achieved. The Affirmative Action Program consists of those measures designed to achieve that goal. It includes any community educational or promotional activity designed to secure greater housing opportunities for members of minority groups on a voluntary basis.

Objective of the Program

The objective of the Affirmative Action Program is to ensure the availability of housing for members of minority groups by actively promoting compliance with fair housing laws.

Elements of the Program

The Affirmative Action Program should have two basic elements: community education and achieving compliance with Fair Housing Laws.

Education--First, the program should consist of supplying information to those directly involved in providing or trying to acquire housing. Information should be provided to owners and managers of apartment units regarding the law on open occupancy. The City has already initiated one action in this regard by sending a letter to all such owners and managers. This letter should be followed up with more specific information regarding the policy of the federal, state, and local governments and the types of actions that can be taken if patterns of discrimination continue.

Second, it should provide information to potential applicants for housing. This could be done by publishing policy statements in minority newspapers, by communicating with groups representing minority interests, and by general newspaper or other forms of communication, such as television programs, announcements, and so forth.

Third, it should provide information to the general community on the nature of housing laws and the policy of the City regarding open occupancy. Further information should be provided through brochures that the City produces as a part of its public relations program, CATV, community meetings, and other public forums in which the issue of open occupancy can be discussed and information provided regarding the results of programs in other communities that have undertaken affirmative action programs.

Achieving Compliance--The second major aspect of the Affirmative Action Program should be direct assistance in achieving voluntary compliance with the law. The basic responsibility for enforcing open occupancy laws rests with the State Fair Employment Practices Commission, the U.S. Department of Housing and Urban Development, and the U.S. Department of Justice. Local efforts should be aimed primarily at helping individuals to obtain assistance in locating and obtaining adequate housing. The City should be prepared either to assist in arbitrating particular disputes that may arise or to refer individuals to the Department of Housing and Urban Development or the Fair Employment Practices Commission for legal redress if negotiations fail. The City could also assist in auditing the apartment house managers or owners to determine the continuance of patterns of discriminatory behavior.

Organization and Conduct of the Affirmative Action Program

The Affirmative Action Program should be considered as one element of a comprehensive housing program for the City. As discussed earlier, the comprehensive program would include code enforcement and the expansion of the supply of low and moderate income housing through the public housing program and publicly assisted housing through Sections 235 and 236 of the Housing Act of 1968. Second, the program should be based on the principle of finding local solutions to local problems. Adherence to this principle would ensure closer contact among the parties directly involved in designing and carrying out the Affirmative Action Program.

In putting this program into action, the City could designate a City Housing Officer. Since the Affirmative Action Program should be incorporated in the overall housing program, it would be desirable to have the housing officer located in the Department of Community Development. The functions of the City Housing Officer would be to (1) represent the City on housing matters dealing specifically with the Affirmative Action Program; (2) establish and maintain liaison with the State Fair Employment Practices Commission, the Department of Housing

and Urban Development, the Justice Department, and citizens' groups actively working in the field of fair housing; (3) prepare information for distribution to apartment house owners and managers, members of the real estate industry, potential applicants for housing, and the general community--this function could be carried out in conjunction with the City's existing public relations program; (4) refer aggrieved individuals to places where they may obtain assistance, either in finding housing, in arbitrating disputes, or with allegations of discriminatory practices in the sale or rental of housing; (5) participate in arbitration of these disputes; and (6) participate in and oversee conduct of rental housing audits. These audits should be designed to determine patterns of discriminatory actions, if any, on the part of apartment house owners and managers and to recommend remedial action where discriminatory practices are found to exist.

In developing the CRP, the Citizens' Renewal Advisory Committee and the City Council endorsed a citizens' proposal to establish a County Human Relations Commission. This proposal has been forwarded to the County Board of Supervisors for adoption and implementation. If the County Human Relations Commission is established, the City Housing Officer should develop and maintain effective liaison with that Commission.

THE PLANNING AND EVALUATION PROCESS

Through the Community Renewal Program, a significant advance in the planning and evaluation process has been developed and put into practice. The City Planning Department should make use of this advance in planning technology through refinement and continued application of the process in its planning program.

Figure 5 shows the major elements of the process. The following are principal features of the method of applying the planning and evaluation process.

- A first approximation approach. This method requires that information on all five elements be developed simultaneously on a first approximation basis in the earliest stages of project work. This allows planners and decision-makers to see the whole scope of relevant items while there is time left to shape successive research.
- Focus on economic evaluation of alternatives. The development of measures of the costs and benefits to the total community is the most innovative and critical element in the process. In recent years, major changes and advances have been made in economic evaluation techniques, particularly in the planning of alternative land uses. The development of information for the total community is relevant to decisions at all levels of government--city, county, region, state, and federal. The work accomplished in the CRP has demonstrated that it is feasible to develop concrete economic measures of the impacts of alternative land uses.
- Incorporation of community social goals directly into the evaluation procedure. When community goals are made an integral part of the evaluation procedure, they become realistic and meaningful. This approach is a departure from the traditional one where the community decides on goals without an understanding of their implications.
- The identification of the problems, issues, and information critical to the decision-making process. A first approximation approach in combination with a focus on economic evaluation allows the decision-maker to determine what parts of each of the five

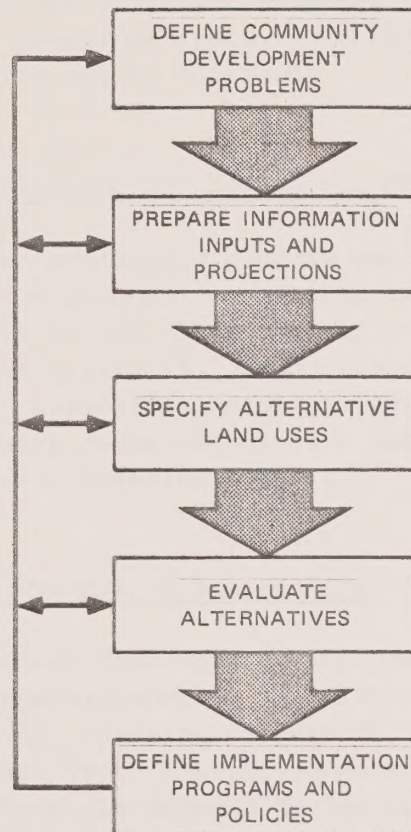


FIGURE 5 PLANNING AND EVALUATION PROCESS

elements are critical. Based on such a "sensitivity analysis," an optimal approach for the second and successive approximations can be determined.

- Identification of interrelations among the five elements and the need for successive approximations. The five elements are inter-related, which is why working by approximation is essential. For example, information on the evaluation and implementation elements can have feedback effects on the specification of alternatives or the required input information. First approximation results can be the basis for final decisions only in special cases. Usually a number of rounds or cycles are required in this method before useful results can be obtained.

Application of the Planning and Evaluation Process in the CRP

The planning and evaluation process was used in the CRP in two ways. First, a schema of the process summarizing its application to the total city was demonstrated to the City Council and the Citizens Renewal Advisory Committee (see Figure 6). Also, a more detailed analysis and application of a first approximation of the process was made in respect to the problem of choosing among alternative land uses in a specific subarea of the city--the Diablo Planning Area.

Application of Process to Entire City

The full conceptual framework of the planning and evaluation process (see Figure 6) was demonstrated in a series of seminars to members of the Sunnyvale City Council, Planning Commission, city staff, and the Citizens Renewal Advisory Committee. A brief summary of, and conclusions concerning, the application of the process to the entire city in the CRP are presented below.

- (1) The use of the planning and evaluation framework (Figure 6) provided decision-makers with a good introduction and summary of much work that had already been accomplished in the CRP. The framework allows the entire scope of relevant topics to be presented systematically at one time.
- (2) The description of major land use alternatives in the city showed that the Diablo Planning Area had a large share of vacant land whose use had not yet been determined. On this basis, the Diablo Planning Area was chosen for a more detailed illustration

Alternative Set	DEVELOPMENT ALTERNATIVES						
	Industrial	Commercial	Residential Single Family	Residential Multifamily	Residential Publicly Assisted Housing	Public Facilities	Public Services
1	- There are roughly 750 acres of land currently zoned industrial on which there is a choice among future land uses, such as maintaining allocation of 750 acres of land for industrial use. - Allocate 150 acres as interim use. - Focus on high quality uses. - Set high development standards. - Set high maintenance standards. - Redevelop cannery sites. - Possibly reconvert Lockheed facilities.	- No major regional center in Sunnyvale. - Develop central business district as specialized retail-office-financial center. - Maintain auto row on El Camino. - Develop other commercial uses on El Camino. - Develop neighborhood commercial centers. - Maintain existing commercial areas.	- Do not allocate additional acres to single family use. - Complete development of vacant land zoned single family. - Maintain single family areas zoned single family.	- Do not allocate additional acres to multifamily use. - Complete development of vacant land zoned multiple. - Redevelop single family areas zoned R4 and R5 at 30+ dwelling units/acre.	- Develop 78 units of leased housing. - Develop 200 units of moderate income housing.	- Implement existing capital improvement program. - Carry out existing school plans.	- Welfare - Health - Education - Public safety - Recreational and cultural - Relocation
2	- Reduce allocation by 250 acres by rezoning marginal areas. - Allocate 200 acres to mobile home park on an interim use basis.	(No changes from Set 1)	- Allocate part of 100 acres to single family through planned unit development. - Grant use permit for mobile home parks.	- Allocate part of 100 acres to multifamily through planned unit development. - Redevelop a 70 dwelling units/ acre. - Redevelop dilapidated areas.	- Develop 400 units of moderate income housing. - Develop 600 units of public housing on scattered sites.	Develop new elementary school out of 300 acres.	- Provide services to residents of publicly assisted housing. - Provide services to increased population. - Relocate households.
3	- Reduce allocation by 750 acres--reallocate all of Diablo. - No additional interim uses.	- Develop major center in Sunnyvale. - Develop major commercial recreation area.	- None. - Develop new community in Diablo.	- Reallocate 100 acres to central park. - Develop new community in Diablo.	Develop 1,200 units of public housing on scattered sites.	- Plan new community infrastructure in Diablo, including: - streets - utilities - schools - parks	New services for Diablo.
IMPLEMENTATION							
1	- Maintain existing zoning. - Use permit to remain to 1990 and grant additional use permits. Acreage should be considered part of 1990 vacant land pool. - Hire consultant to prepare detailed industrial development plan. Plan should include methods for attracting high quality activities, requirements for building codes, and design standards to ensure high quality new development and to maintain the quality of existing development. - Make cannery land part of vacant land pool by 1990. - Seek agreement on possibility and timing of Lockheed phase out. Determine availability of federal programs to assist city in case of rapid phase out. Propose new legislation to provide federal assistance to communities facing economic disaster due to change in federal policy.	- Keep major sites zoned industrial. - Zone for commercial, maintain parking district, and make public improvements. - Encourage centralization of auto sales facilities on El Camino. Develop automotive shopping center. - Maintain existing commercial zoning with urban beautification--planting and sign control. - Zone for neighborhood commercial, ensuring design standards and land use buffers. - Enforce codes.	- Maintain single family residential zoning. - Adopt and enforce new urban design standards. - Enforce codes, maintain municipal housekeeping and services, no spot zoning, prevent traffic intrusion, promote neighborhood organization and improvement programs, maintain and improve land use buffers.	- Retain multifamily resident zones. - Adopt and enforce new urban design standards. - Provide incentive zoning and code enforcement.	- Retain existing leases. - Lease air rights and expedite processing of Sec. 236 applications or provide density incentives for up to 400 units. - None or contract with county to obtain 150 units of public housing.	Implement capital improvement program.	- Develop referral center. - Undertake comprehensive planning for social services. - Expand youth programs through Recreation Department. - Expand cultural and recreational programs. - Seek additional county services.
2	Rezone 250 acres to planned unit development.	(No changes from Set 1)	- Rezone 250 acres of industrial land to planned unit development. Provide residential services, streets, utilities, schools, and parks. - Review and approve mobile home parks at time of proposed development. Provide required public services. - Redevelop single family units to multiples on Evelyn and Crescent Avenue sites.	- Allocate part of additional planned unit development land to multifamily uses. Provide required residential services. - Increase incentive zoning to 70 units per acre. - Rezone Evelyn Avenue industrial site to multifamily and redevelop. - Redevelop Crescent Avenue single family to multifamily. Provide housing for elderly.	- Contract with county to obtain 600 units of public housing on scattered sites. - Establish land bank to ensure sites for housing.	Same plus facilities for increased population.	
3	Rezone 300 acres for new community in Diablo and 200 acres for other residential and commercial uses.	- Rezone land to commercial; actively pursue commercial development. Provide information to developers. - Evaluate specific proposals at time of presentation.	- No additional interim uses. - Prepare specific development plan and zone the land according to plan. Organize property owners to promote project. Employ flexible density standards and innovative construction methods to ensure a variety of housing types and price ranges. Apply for federal funds to subsidize housing for low and moderate income families. Use eminent domain to ensure land assembly. Contract with private developers to build the community. Provide required services for the community. - Activate citizen participation program--Affirmative Action Program	- Same as for single family. - Activate citizen participation program--Affirmative Action Program	- Same up to 600 units. - Same up to 1,200 units.		

(See Figure 7)

FIGURE 6 ALTERNATIVES AND IMPLEMENTATION

of the application of the first approximation planning and evaluation approach for alternative land uses.

- (3) Figure 6 shows that many important CRP findings are not choices among alternative land uses--for example, improving housing and the overall quality of the environment. Therefore, program requirements can be decided independently from choices among alternative land uses.
- (4) The evaluation of all of the alternative land uses on Figure 6 would require considerable time and effort beyond the scope of this project. It was decided that an illustration of the planning and evaluation process be developed that could serve as a beginning for the City to conduct the full planning and evaluation process on a continuing basis.

Application of Process to Diablo Planning Area

The specific steps followed conducting a first approximation application of the process to the Diablo Planning Area are detailed in a separate technical report. The principal findings and conclusions are summarized here.

- (1) There are economic impacts on the total community in addition to those manifested in fiscal terms (see Table 2). Substantial economic impacts were found by considering the net change in the value of property in surrounding areas that would arise from alternative land uses in the Diablo Planning Area. These impacts would occur because a development in one area can have physical impacts on other areas that can be translated into economic terms. For instance, one development can change the amount of schools, parks, open space, or other public services that are available to surrounding parts of the community.

The most obvious of the "other economic impacts" (see Table 2) is that developments in one area of the city have implications for the amount of traffic and congestion that occurs in other parts of the city. The costs of increased traffic and congestion will be reflected in additional public facilities and services and the loss of time to residents of the community.

Table 2

EVALUATION OF ALTERNATIVE LAND USES IN DIABLO PLANNING AREA
(Thousands of Dollars Annually)

Alternatives	Evaluation										
	Fiscal Impacts					Other Economic Impacts			Community Social Goals		
						Net Fiscal Impacts	Cost or Conges- tion	Change in Value of Existing Property			
	Municipal		School District		Housing Diversity				Cultural Diversity	Neighbor- hood Viability	
	Cost	Revenue	Cost	Revenue							
Residential and existing industry											
Single family	\$-252	\$+198	\$ -884	\$ +610	\$-328	\$-10	\$+742	\$ +404	-	+	+
Townhouse	-281	+254	-1,028	+770	-285	-15	+742	+442	-	+	+
Garden apartments	-333	+352	-690	+1,138	+467	-20	+742	+1,189	-	+	+
Industrial development on 250 acres											
75% absorption by 1980	-93	+131	-	+560	+598	-100	-	+498	0	0	0
25% absorption by 1980	-31	+43	-	+185	+197	-20	-	+177	0	0	0

- (2) "Other economic impacts" can be described and valued in dollar terms (see Table 2).
- (3) The fiscal impacts of alternative developments are not a sufficient basis for judging the overall economic impact on the community. For example, if the evaluation procedure encompassed only the "fiscal impacts," as shown in Table 2, then a choice of industrial development over garden apartments is indicated. However, when "other economic impacts" are added to the "fiscal impacts," the choice of garden apartments over industrial development is indicated.
- (4) Development of the specifications of the alternative land uses shown in Table 2 required the skill of a number of experts including much help from the staff in the City. In all cases, the economic impacts were derived from an analysis of the physical impacts that would result from alternative developments. The detailed description of physical impacts (amount of new traffic, new population or employees, new public facilities, etc.) requires input from a variety of sources.
- (5) The three community social goals relevant to the evaluation of alternative land uses in the Diablo Planning Area are shown in Table 2: (1) housing diversity, (2) cultural diversity, and (3) neighborhood viability. The alternative for residential development enhanced these goals, whereas industrial development was judged to yield a zero effect.
- (6) The results shown in Table 2 are first approximations only and do not provide a basis for final decisions. In addition, the analysis did not cover the distribution of economic impacts among groups in the city or the specific programs and policies required to implement alternatives. In the continuing application of the process, the City Planning Department should undertake successive approximations to this application of the planning and evaluation process, consideration of the distribution of economic impacts, and extension to the consideration of implementation steps.

CRP IMPLEMENTATION AND DECISION-MAKING PROCESS

The Community Renewal Program is a continuous process of analysis, evaluation, and recommendation. Implementation of this process in the City will require a number of changes in existing planning and community development procedures. Suggestions for implementing this process are given below.

Role of the Department of Community Development

To implement the CRP, the role of the Department of Community Development will have to be expanded to include the following activities:

- (1) Use and refine the newly developed planning and evaluation procedures in tasks described below.
- (2) Implement the urban design program.
- (3) Implement neighborhood improvement programming, employing inspectors, and code enforcement program.

Use of the Planning and Evaluation Process

The planning staff should refine and update the technical inputs that were developed in the planning and program development phase. As detailed information from the 1970 Census becomes available, it should be analyzed and incorporated into the planning and evaluation process. The initial evaluation conducted as a part of the planning and program development phase is a first approximation toward decision-making. However, the examples selected indicate the procedures that should be used in further evaluations, and work on the impact of suggested alternatives for community development should be continued.

Second, the procedure developed should be used in the continuing policy-program analysis. Three major areas should be considered for additional work:

- (1) The General Plan for the City should be revised on the basis of the initial inputs of the CRP provided in the evaluation process.
- (2) The goals and objectives indicated in the existing General Plan and those used in the CRP process should be expanded and revised with citizen participation and become the basis for further planning and programming efforts in the community.
- (3) These planning and evaluation procedures suggest an effective method for incorporating social planning into the overall community development process. This is a step that, when phased in, will require the commitment of additional staff resources.

Third, the planning and evaluation process developed in the CRP has proved to be an effective method for communicating with the general public. This method should be used in demonstrating to the residents of the City the development alternatives that remain and how decisions on these alternatives can be made. It further opens up the opportunity for effective citizen participation in the evaluation process. Citizen input is particularly important in the refinement and further development of the section on Goals and Objectives for Community Development. A process to obtain this kind of input should be initiated.

Implementation of Urban Design Program

The second major task, in addition to the continued use and development of the process, is to refine and implement the urban design suggestions prepared in the urban design study. This report suggested a number of urban design standards particularly relevant to the transition areas of the community that could be used by the City Planning staff in evaluating proposed developments. Further, the study suggests a possible change in the City's codes and ordinances. This work should be pursued, and amendments should be made as appropriate.

Neighborhood Improvement Programming

The third major area of activity for the Department will be the neighborhood improvement programming. Previous technical memorandums have described the scope and content of that effort. Members of the City Planning Division should provide support to those programs in the form of assistance in community organization, preparing overall neighborhood design concepts, and administering the codes and ordinances. Further, the

Planning Division should play an active role in analyzing and evaluating the social and economic impacts of this program. Housing inspection would be accomplished by the Building Safety Division of the Department of Community Development.

To carry out these tasks, the City Planning Division should acquire or develop additional professional skills. One of these skills should be in the area of development of policy-program evaluation. This staff member would work principally on problems of community development falling within the scope of the Department of Community Development. The second skill requirement should be community planning with particular training in housing analysis and programs. This staff member's principal responsibility would be to establish and maintain information files on housing and housing problems in the City, conduct housing analyses, work with the Housing Officer, and prepare plans and programs for dealing with future housing problems as identified in the Community Renewal Program.

Role of the Planning Commission

The Planning Commission needs to strengthen its role as the principal advisory body on overall community planning and development policy. Currently, much of the effort and attention of the Planning Commission is devoted to specific development proposals and administering the City's codes and ordinances. Modern planning practices today suggest a shift in the predominant role of the planning commission from that of technical review of development proposals to a broader focus on overall community development. The day-to-day administrative burden now carried by the Planning Commission could be shifted to administrators with specific competence to administer the City's codes and ordinances.

The Planning Commission should be the key citizens' advisory group responsible to the City Council. The Commission is now equipped with a practical planning, programming, and evaluation procedure that will permit its members to concentrate effectively on overall community development policy.

One of the principal tasks for the Commission should be, as indicated earlier, the revision of the General Plan for the community. The Commission should work with the Planning staff, as demonstrated in the preparation of the CRP, in the analysis of goals, policies, programs, and priorities in the areas of physical development, environmental quality, and social planning. The Planning Commission should be involved in all the tasks suggested for the Planning staff.

Citizen Participation

The Planning Commission should be the principal community organization for achieving citizen participation. In addition to the Planning Commission, however, there will be a need for specific citizen participation in each of the neighborhoods in which an improvement program is being conducted. These neighborhood organizations established as a part of that program should become a major vehicle for citizen inputs.

In addition, there is a need to develop broad scale community participation in the planning and development process. The purpose of this participation should be to (1) develop citizen identification with the City of Sunnyvale, (2) gain further insight into the goals and objectives that residents feel their city should attempt to meet, and (3) espouse a sense of participation and responsibility for their community. This process could be carried out through a community goals forum, a series of Town Hall meetings in which the results of the Community Renewal Program are explained, and feedback from citizens and input for the revision of the General Plan and specific community development proposals are obtained. The information derived from the citizens of the community should become a significant input to the revision, refinement, and continual evaluation of the program developed during the planning phase of the CRP.

Intergovernmental Coordination

Previous studies have shown that other government agencies, in addition to the municipality of Sunnyvale, have major responsibilities for planning and development, particularly within the field of social concerns in the City. Implementation of the CRP will require coordination with those outside agencies whose activities affect the development of the City.

- (1) County housing authority. The county housing authority is the principal agency responsible for public housing in the county. This agency will be administering the public housing program in which the City has agreed to participate. Coordination and joint planning with this agency will be a requirement in implementing the City's housing policy.
- (2) Countywide housing element. The county housing element contains a number of studies and recommendations of interest to the City of Sunnyvale. Since this planning will continue at the countywide level, the City should, to the extent possible, coordinate its programs and policies with those being adopted

at a regional level. In particular, the code enforcement program suggested by the City should be closely coordinated with proposed activities in code enforcement at the countywide level.

- (3) Social services. The City of Sunnyvale provides relatively few social services. Services are provided principally through Santa Clara County, private organizations, and the school districts serving Sunnyvale residents. In preparing and implementing social planning and development policy, the City must coordinate its goals and policies with these agencies who have specific responsibilities in the social planning and programming field. The City would be in a position to provide comprehensive planning and a coordinating mechanism that would attempt to ensure that the City receives effective service on a coordinated basis, that it is receiving required services, and that all segments of its population are receiving effective services. By the same token, this coordination would ensure that actions taken by the City would not adversely affect other related agencies.

RESOLUTION OF THE PLANNING COMMISSION REPORTING TO THE
CITY COUNCIL OF THE CITY OF SUNNYVALE ON COMMUNITY RENEWAL PROGRAM SUMMARY REPORT

WHEREAS, the City of Sunnyvale, through its staff, advisory boards and consultants has been engaged in the preparation of a Community Renewal Program; and

WHEREAS, this preparation has been undertaken with assistance provided by, and pursuant to, a contract with the United States of America; and

WHEREAS, the objective of this undertaking has been the initiation of an ongoing process, whereby community needs and resources can be assessed and reconciled, rather than the completion of a one-time project;

WHEREAS, the Planning Commission of the City of Sunnyvale, has been furnished with pertinent study documents and drafts and has been represented on the Community Renewal Advisory Committee through the membership of the Commission's Chairman; and

WHEREAS, the Commission has reviewed the Community Renewal Program Summary Report:

NOW, THEREFORE, BE IT RESOLVED by the Planning Commission of the City of Sunnyvale:

1. That it finds and reports:

- A. The information assembled in the studies provides the basis for an assessment of the City's strengths and weaknesses;
- B. That the findings embodied in the report do indeed stem from and are supported by the assembled information; and
- C. The policies, procedures and techniques recommended or suggested by the report merit widespread public consideration so that they may finally be adopted, modified or rejected as instruments of public policy.

2. That it certifies that the Community Renewal Program submitted conforms to the General Plan of the City of Sunnyvale, and it further certifies that where the report recommends consideration of modifications and refinements to that plan, such consideration is intended to strengthen the plan and make it more relevant to the needs of today and tomorrow; and

3. That it recommends to the City Council of the City of Sunnyvale that the Community Renewal Program be accepted for detailed consideration and further action.

PASSED AND ADOPTED by the Planning Commission of the City of Sunnyvale at a regular meeting held on the 14th day of June, 1971, by the following called vote:

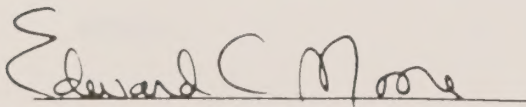
AYES: Hubbard, Flohr, Westover, Packard, Kelley, Kelsey and Cude

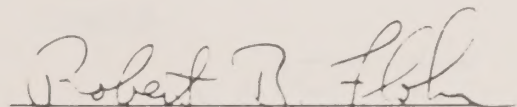
NOES: None

ABSENT: None

ATTEST:

APPROVED:


Secretary


Chairman

RESOLUTION OF THE COMMUNITY RENEWAL ADVISORY COMMITTEE
RECOMMENDING ACCEPTANCE OF THE COMMUNITY RENEWAL PROGRAM

WHEREAS, the City of Sunnyvale has been engaged in the preparation of a Community Renewal Program; and

WHEREAS, this preparation has been undertaken with assistance provided by, and pursuant to, a contract with the United States of America; and

WHEREAS, as the Community Renewal Advisory Committee includes representation both from the general public and from the City's advisory boards most directly concerned in the Community Renewal Program; and

WHEREAS, the duties of the Community Renewal Advisory Committee include evaluation of and reports to the City Council, concerning the progress of the Community Renewal Program studies; and

WHEREAS, Community Renewal Advisory Committee has been, since its inception, in direct and continuing contact with the City's staff and consultants charged with the responsibility for the program's preparation, and has been furnished with, and has reviewed, all study documents and drafts, as well as the Community Renewal Program Summary Report; and

WHEREAS, the objective of this undertaking has been the initiation of an ongoing process, whereby community needs and resources can be assessed and reconciled, rather than the completion of a one-time project;

NOW, THEREFORE, BE IT RESOLVED by the Community Renewal Advisory Committee of the City of Sunnyvale:

1. That it finds:

- A. The information assembled in the studies provides the basis for an assessment of the City's strengths and weaknesses;
- B. That the findings embodied in the report do indeed stem from and are supported by the assembled information; and
- C. The policies, procedures and techniques recommended or suggested by the report merit widespread public consideration so that they may finally be adopted, modified or rejected as instruments of public policy; and

2. That it recommends to the City Council of the City of Sunnyvale that the Community Renewal Program be accepted for detailed consideration and further action.

PASSED AND ADOPTED by the Community Renewal Advisory Committee of the City of Sunnyvale at a regular meeting held on the 10th day of June, 1971, by the following called vote:

AYES: Dennis Bourquin, Larry Dassow, Robert Flohr, Anthony Mendoza, Werner Meyer and Manuel Vargas

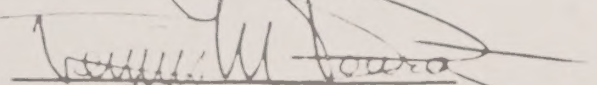
NOES: None

ABSENT: Richard Bocks and Thomas Powers

ATTEST:

APPROVED:


Secretary


Chairman



SUNNYVALE CITY STAFF

John E. Dever, *City Manager*
Gordon R. Miller, *Director of Community Development*
 John Hopkins, *Building Inspection Superintendent*
 Edward C. Moore, *Planning Officer*
Carl V. Husby, Jr., *Director of Finance*
Donald M. Somers, *Director of Public Works*
John A. Gordon, *Director of General Services*
Richard Milkovich, *Director of Parks and Recreation*
Jacob A. Jessup, *Director of Public Safety*
Philip G. Morales, *Director of Libraries*

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Eric C. Duckstad, *Director, Urban and Regional Studies*
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Sidney H. Williams, *A.I.P. - Partner*
Michael Wornum, *A.I.P. - Associate*

Center for Continuing Study of California Economy

Robert K. Arnold, *Director and Senior Economist*
Stephen Levy, *Associate Director and Economist*

